

## A Guide to Identifying LTCR Stakeholder Communications Networks and Implementation Techniques



BUILDING BACK SAFER. STRONGER. SMARTER.

# QUICK START

## USING THE ESF #14 LTCR TOOLBOX

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ESF #14 LTCR ToolBox (LTCR ToolBox) includes tools – LTCR Tools – that aid a community’s long-term recovery from a disaster. LTCR Tools were developed in Iowa by a team of recovery professionals and subject-matter experts with the ESF #14 Long-Term Community Recovery (LTCR) Team.

LTCR ToolBox includes:



ESF #14 LTCR

**COMMUNICATIONS MAPPING TOOL**



ESF #14 LTCR

**DECISION-MAKING TOOL**



ESF #14 LTCR

**PROJECT + PROGRAM DEVELOPMENT GUIDE**



IOWA ESF #14 LTCR

**RESOURCE GUIDE**

Here’s what you need to know:

- 1 Read the Introduction booklet first.
- 2 LTCR Tools are generally used in the sequence shown in the LTCR ToolBox list above, but the sequence may change depending upon where your community is in the recovery process and the kind of help you need.
- 3 Select the LTCR Tool you are interested in using.
- 4 Familiarize yourself with the Step-by-Step instructions included within each LTCR Tool.

You are now ready to begin using the LTCR Tools to help your community with its recovery.

- 5 Use the accompanying CD to print templates and tools as well as search the *Iowa ESF #14 LTCR Resource Guide*.

## INTRODUCTION TO ESF #14 LTCR

ESF #14 LTCR is a Federal Emergency Management Agency (FEMA) Program that selectively offers unique support to communities recovering from a disaster. LTCR is also a process to help communities organize and manage their long-term recovery. The process provides a framework to help disaster-challenged communities:

- Articulate a vision for their post-disaster future.
- Identify disaster-related projects and programs to achieve their vision.
- Identify opportunities that become possible through recovery.
- Facilitate partnerships to coordinate and maximize resources that can be applied to the community's long-term recovery needs.

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## INTRODUCTION

### OVERVIEW OF THE ESF #14 LTCR COMMUNICATIONS MAPPING TOOL

Decision making happens at a fast pace following a disaster. All communities, and especially those affected by disaster, need effective ways of sharing information as they make decisions and take timely actions for successful recovery.

Communications and decision-making concerns, while manageable prior to a disaster, compound and can become significant challenges after a disaster. Communities with limited resources often encounter difficulties when developing communications networks sufficient for a community's long-term recovery. ESF #14 LTCR Communications Mapping Tool is an outcome of a request from the leaders of one such community. They sought greater understanding of their community dynamics with the aim of building better relationships among leadership, staff and constituents to assist with recovery.

The LTCR Communications Mapping Tool is a template that guides a community or organization through a practical exercise to identify and "map" important lines of communication required to manage disaster recovery activities. It helps users examine the effectiveness of both existing and ideal communications, recognize opportunities for improvements and identify techniques to achieve those improvements. Any community agency, organization or group can use the Communications Mapping Tool to improve communications.

**ESF #14 LTCR PROCESS**

Typically, ESF #14 Long-Term Community Recovery (LTCR) Process occurs in two (2) phases: a Federal-led phase and a community-led phase. Both phases are supported by the State.

The first phase utilizes ESF #14 LTCR Technical Assistance and/or Targeted Planning Teams along with State support to guide communities through the LTCR Process. As a community moves through the LTCR Process, recovery activities gradually transition to community-led initiatives and implementation of identified projects and programs. During the second phase, communities are assisted by the State and receive ongoing Federal agency support, as appropriate. LTCR activities are generally sequenced as described below and shown in Figure 1.

**ASSESSMENT** – Considers disaster-specific damages and a community’s capacity to respond.

**VISION** – Identifies how a community sees its post-disaster future and provides direction for recovery activities.

**GOALS** – Identifies goals, objectives and strategies to facilitate a community’s long-term recovery and achieve its post-disaster vision.

**PROJECTS AND PROGRAMS** – Identifies projects and programs and determines resource strategies needed to successfully complete them.

**IMPLEMENTATION** – Establishes timetables, assembles resources and coordinates completion of community initiatives, projects and programs.

**Public Participation**

Community involvement is a necessary and critical element of the LTCR Process. Community collaboration strengthens and revitalizes a community after a disaster by building consensus for recovery. Public participation in the LTCR Process helps a community establish a vision and shared goals, informs community-planning processes and affirms forward direction. Community involvement occurs throughout the LTCR Process and at key milestones, as identified by the green diamonds in Figure 1.

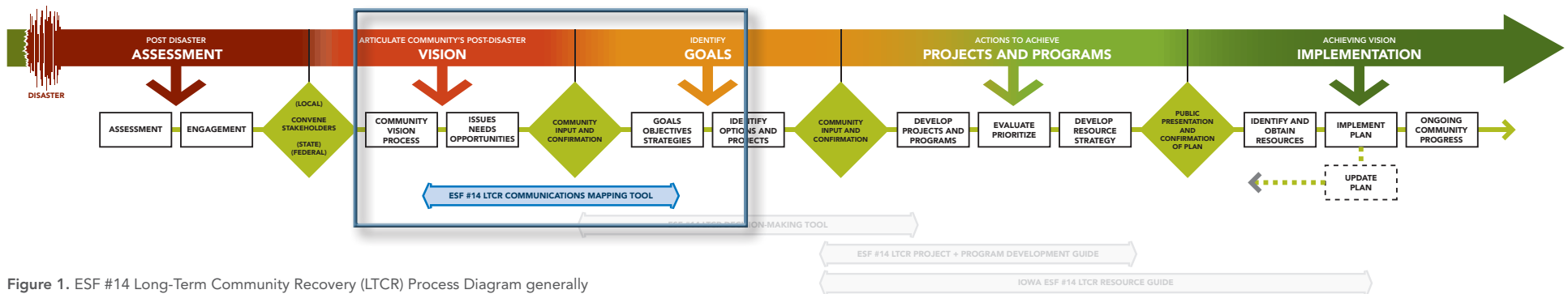
**ESF #14 LONG-TERM COMMUNITY RECOVERY (LTCR) PROCESS DIAGRAM**

Figure 1. ESF #14 Long-Term Community Recovery (LTCR) Process Diagram generally identifies the progression of community recovery

## ESF #14 LTCR TOOLBOX

For the purposes of this ToolBox, all references to Tools, ToolBox, Process, Vision, Goals, Objectives, Strategy, Projects and Programs are made within the context of the ESF #14 LTCR Process and should be considered as LTCR specific. The Glossary, provided in the Appendix, defines terms used in discussion of the LTCR Process.

The LTCR ToolBox includes four (4) LTCR Tools. These Tools, their connection to the LTCR Process and their connection to each other are discussed below.



### ESF #14 LTCR

## COMMUNICATIONS MAPPING TOOL

ESF #14 LTCR Communications Mapping Tool is a guide to stakeholder communications networks and techniques. The LTCR Communications Mapping Tool identifies effective communication techniques for gathering and sharing information important to a community's long-term recovery.

**Connections:** Communications Mapping Tool is most effective when used early in the LTCR Process so all activities benefit from effective communications. Users of other Tools benefit from the Communications Mapping Tool by knowing with whom and how best to communicate about potential projects, programs and resource strategies.



### ESF #14 LTCR

## DECISION-MAKING TOOL

ESF #14 LTCR Decision-Making Tool (LTCR DMT) is a process and template to guide decision making during disaster recovery. LTCR DMT provides a concise way to identify and prioritize potential projects and programs for further development.

**Connections:** DMT is used by communities to develop potential projects and programs that help realize community vision and accomplish goals. The DMT serves as a first step toward completing the ESF #14 LTCR Project + Program Development Guide. Project and program concepts developed by the DMT can be used to search for potential resource providers and partners in the *Iowa ESF #14 LTCR Resource Guide*.



### ESF #14 LTCR

## PROJECT + PROGRAM DEVELOPMENT GUIDE

ESF #14 LTCR Project + Program Development Guide (LTCR PDG) is a guide and template that assists the development of LTCR Projects and Programs. LTCR PDG provides a framework for developing projects and programs for implementation.

**Connections:** PDG is used to prepare for implementation of LTCR Plans. It draws on information generated by the LTCR Decision-Making Tool. Project and program descriptions generated by the PDG can be used to search for resource providers in the *Iowa LTCR Resource Guide*.



### IOWA ESF #14 LTCR

## RESOURCE GUIDE

*Iowa ESF #14 LTCR Resource Guide* is a directory of technical assistance resources and funding opportunities to support projects and programs developed through the LTCR Process. The *Iowa LTCR Resource Guide* helps connect LTCR Projects and Programs with potential partners or supporters.

**Connections:** The *Resource Guide* helps the community identify partners and resources for the implementation of LTCR Projects and Programs. Users of the *Resource Guide* draw information from DMT and PDG to guide resource searches.

The ESF #14 LTCR ToolBox supports the work of local communities and recovery professionals involved with long-term recovery. In assisting Iowa communities with their recoveries, ESF #14 Long-Term Community Recovery (LTCR) professionals identified and developed several recovery tools to help communities navigate through this often complex process. LTCR Tools address specific and critical stages of the LTCR Process. Tools facilitate communications, decision making, identification and development of projects and programs and the creation of resource strategies necessary for community long-term recovery.

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### INSTRUCTIONS FOR USE

Considered in its entirety, a community's or organization's network of communications can seem overwhelmingly complex. However, by breaking these networks into manageable components, first by who is involved and second by how they relate to each other, communications are clarified and more readily understood. This process of "communications mapping" identifies stakeholder groups and communication pathways needed for effective coordination of disaster recovery. It enables evaluation of existing communications and techniques for enhancement.

Communications is an exchange: gathering and sharing information, receiving feedback and adapting to meet community needs and achieve goals. Communications mapping shows the information-sharing relationships of one group to other groups.

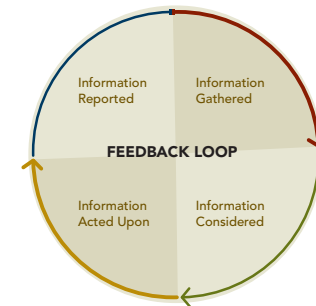


Figure 2. Feedback loop: effective communications involves an ongoing exchange of information

**ESF #14 LTRC Communications Mapping Tool Snapshot**

The ESF #14 LTRC Communications Map in Figure 3, shows what a completed map can look like. Before you get started on your own map, let's look at components of the map and what they symbolize: a network of stakeholder groups (represented by boxes) and communications pathways (represented by arrows).

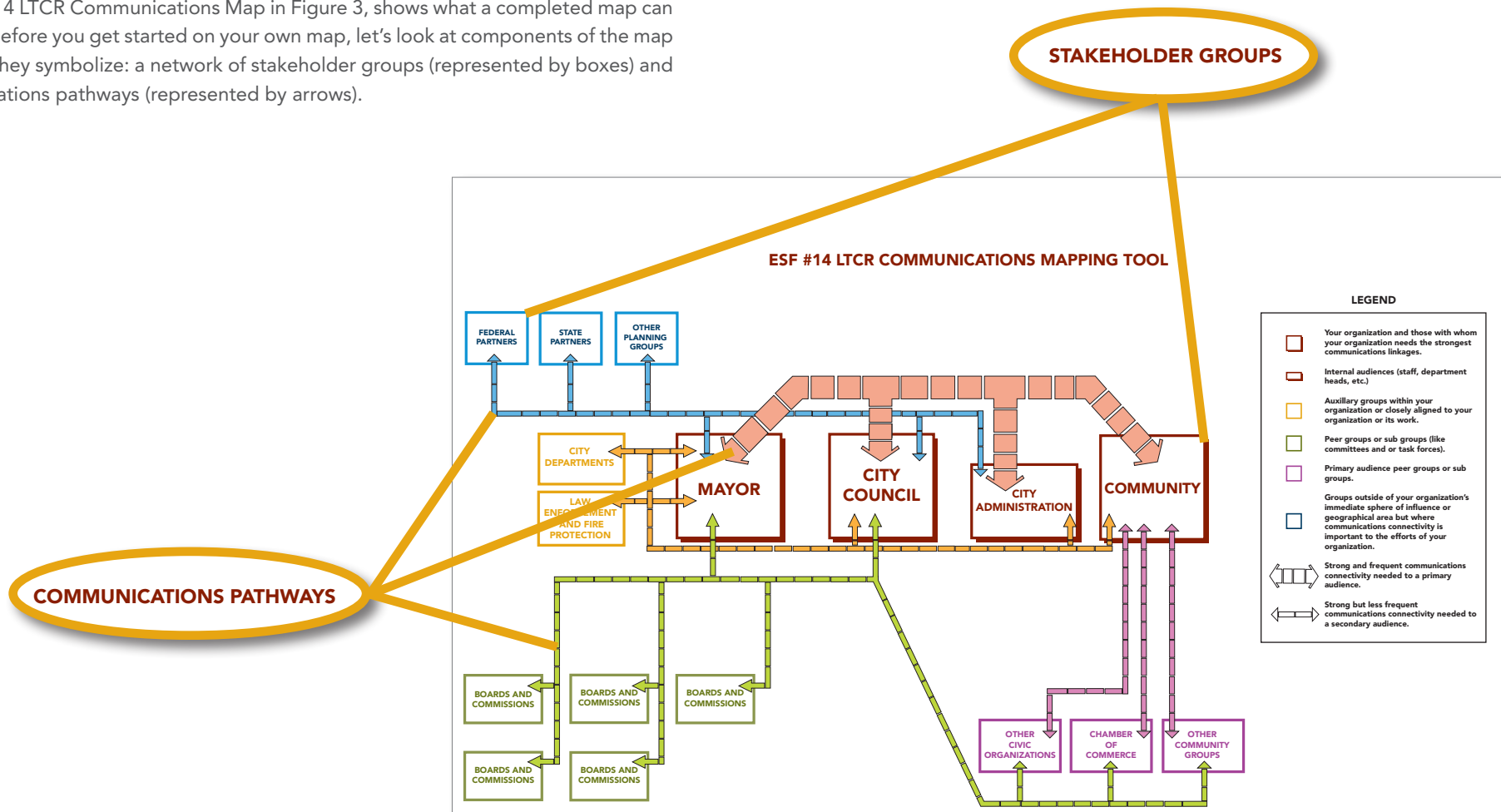


Figure 3. An example of a communications mapping template for a local government

## Nuts and Bolts of the ESF #14 LTCR Communications Mapping Tool

A communications map shows the organizations and stakeholder groups that need to communicate with each other. Boxes on the LTCR Communications Mapping Tool, as shown in Figure 4, represent people or groups who benefit from two-way communication in the pursuit of common goals. Larger boxes indicate key groups or decision makers that often function as a central point of contact or clearinghouse for information. Smaller boxes indicate auxiliary groups within your organization, peer groups, subgroups and groups outside your organization's immediate sphere of influence or geographical area.

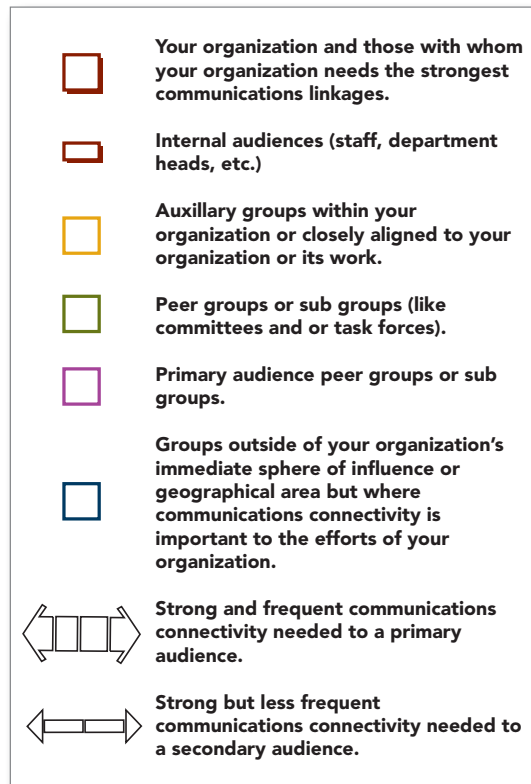


Figure 4. Legend for communications mapping

Lines of communication needed between the groups and stakeholders are depicted as arrows shown in Figure 5. Arrow width indicates relative importance of the communications pathways. Wide arrows mean that strong and frequent communications are needed with a primary (core) stakeholder. Narrow arrows specify strong but less frequent or targeted communication is needed with a secondary stakeholder.

It is important to note that most, if not all, arrows have two (2) heads. This illustrates the importance of two-way communication and feedback loops since issues are typically resolved and information exchanged by means of a series of back and forth communications between individuals and groups.

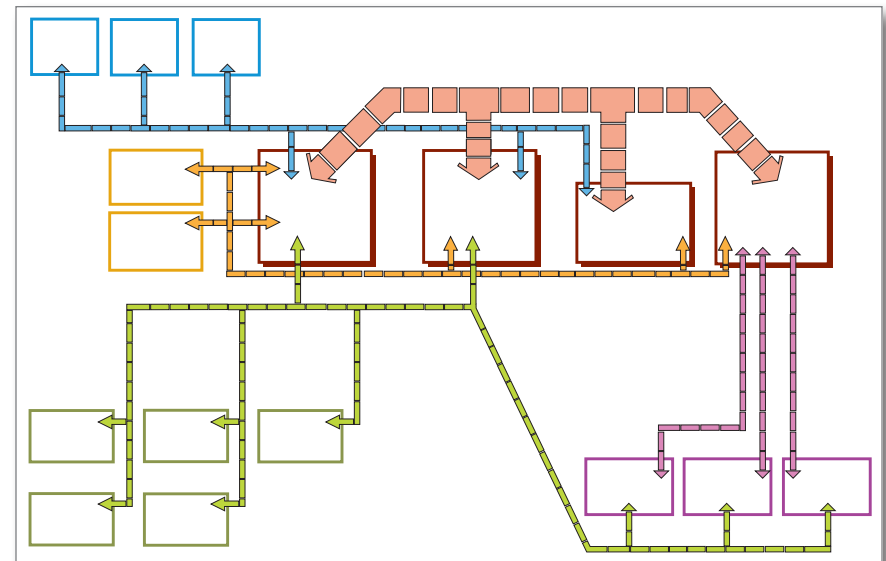


Figure 5. Unpopulated communications map



### Using the ESF #14 LTRC Communications Mapping Tool

LTRC Communications Mapping Tool uses a sequence of steps to illustrate communication pathways between stakeholder groups. The resulting map helps organizations evaluate connections between groups and identify techniques to improve communications.

#### What You Need to Use the LTRC Communications Mapping Tool:

- Large whiteboard and multicolor dry erase markers for easy editing on the spot.
- Camera to photograph the completed board.
- Flip chart and multicolor markers for notes. If a large white board is not available, flipchart paper is an alternative.

#### Step ONE – Identify Core Stakeholder Group(s) or Organization(s)

The first task is to do some brainstorming. Take time to consider the relationships that exist in your organization and in your community. On a flip chart, make a list of all the groups involved with your organization and how they relate to each other. When you feel that you have a complete list, proceed with the rest of **Step ONE**.

As shown in Figure 6, write the name of your agency, organization or group in a large box. Write the name of groups with whom your organization needs the strongest communication linkages in other large boxes. The medium box can be used to record the name of an internal audience. For example, if your organization is the city council, write City Council in one (1) large box. Mayor and Community (your primary audience) might go in other large boxes. The medium box might contain Administration.

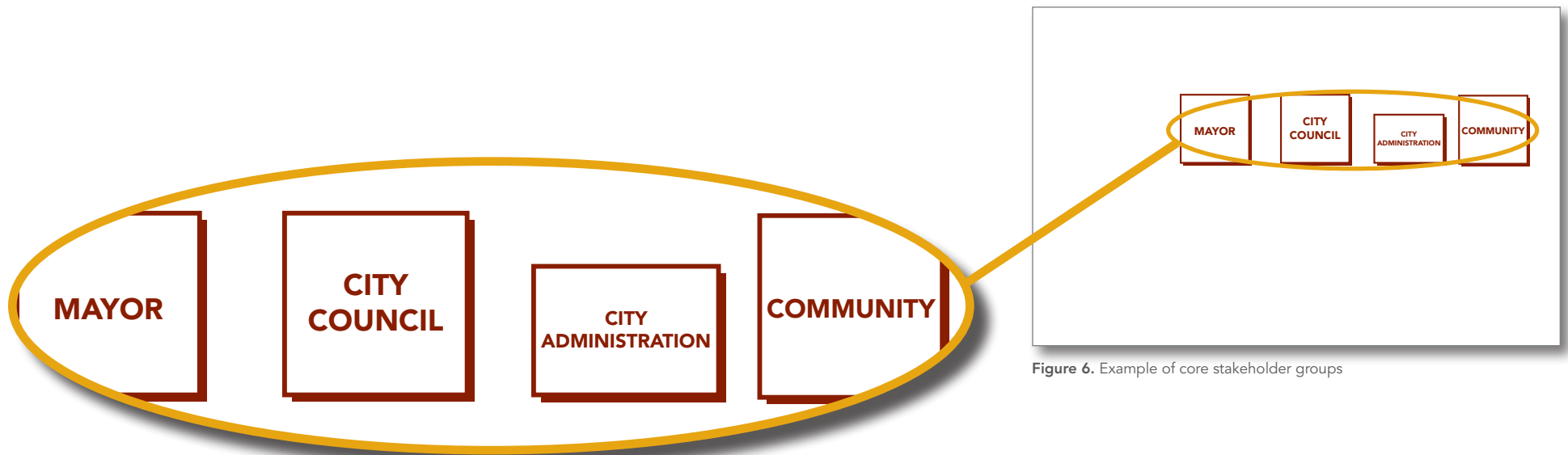


Figure 6. Example of core stakeholder groups



## Step TWO – Identify Other Stakeholder, Community and External Groups Involved in Recovery Activities

In the smaller boxes, write the names of other stakeholders groups. Add as many groups you can think of that have or need to have a relationship to the core groups in the larger boxes. Representing all groups ensures that the correct strategies for communication may be identified.

Begin by adding those close to home:

- A. First consider auxiliary groups within your organization or closely aligned to your organization or its work, as shown in Figure 7. City council auxiliary groups might be public works and fire departments. An auxiliary group of a school might be the parent-teacher association.

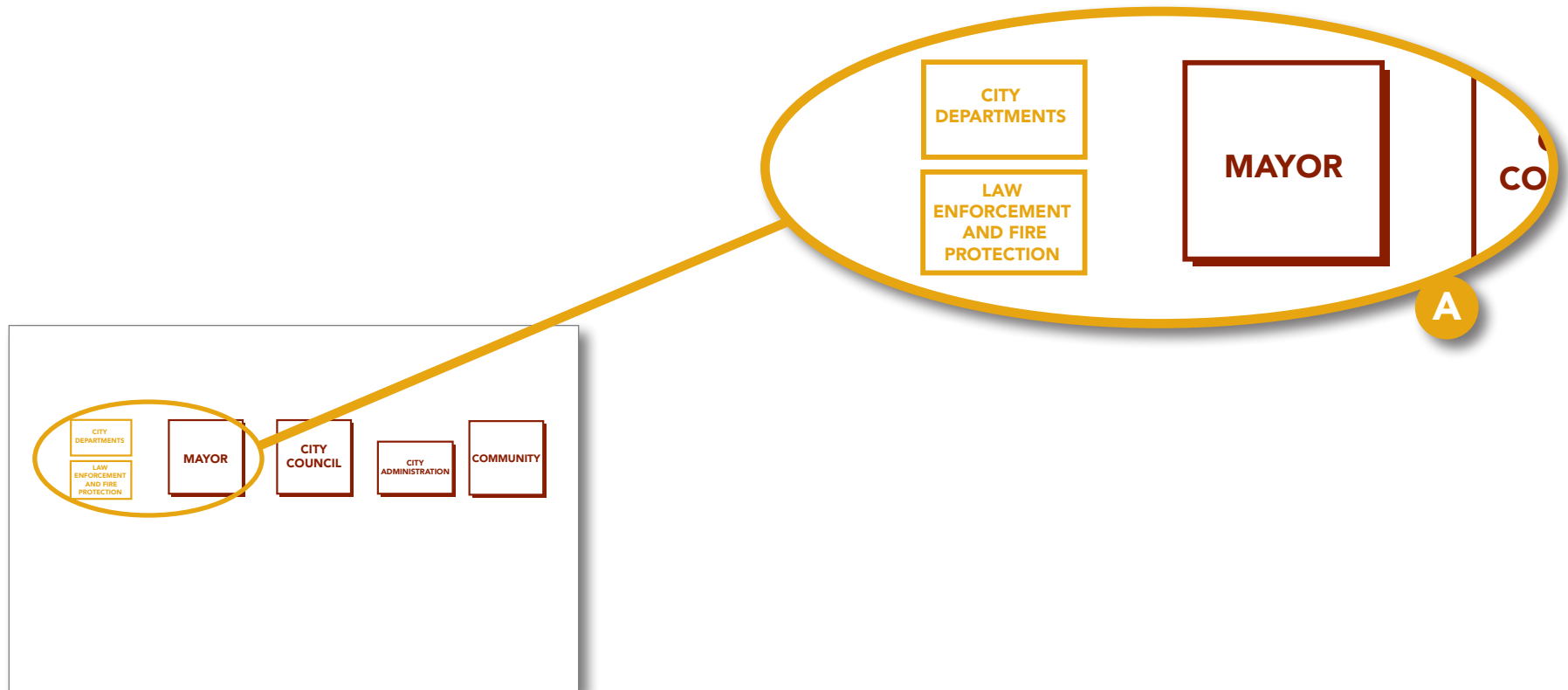
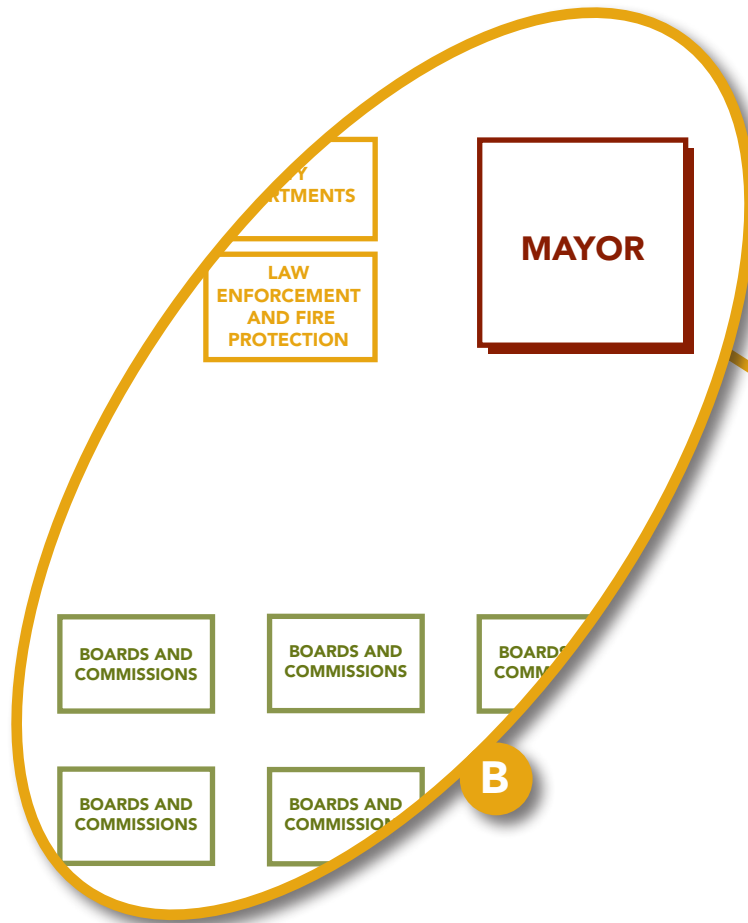


Figure 7. Example of groups auxiliary to core stakeholder groups



- B.** Then consider, as shown in Figure 8, peer groups or subgroups such as committees or task forces. An example of city council subgroup is a zoning commission. A peer group of a chamber of commerce might be a local community organization.

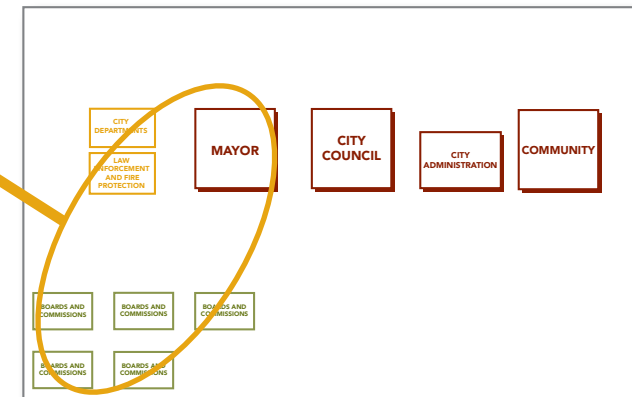


Figure 8. Example of peer groups to core stakeholder groups



- C. Add in primary audience peer groups or subgroups, as shown in Figure 9. If a city council's primary audience is the community-at-large, a local civic organization would be a subgroup of the community.

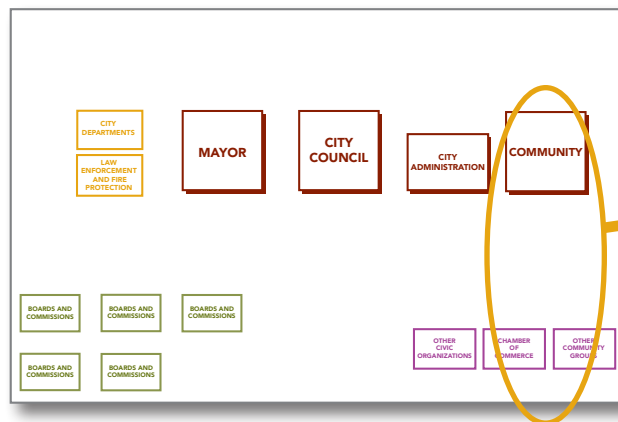
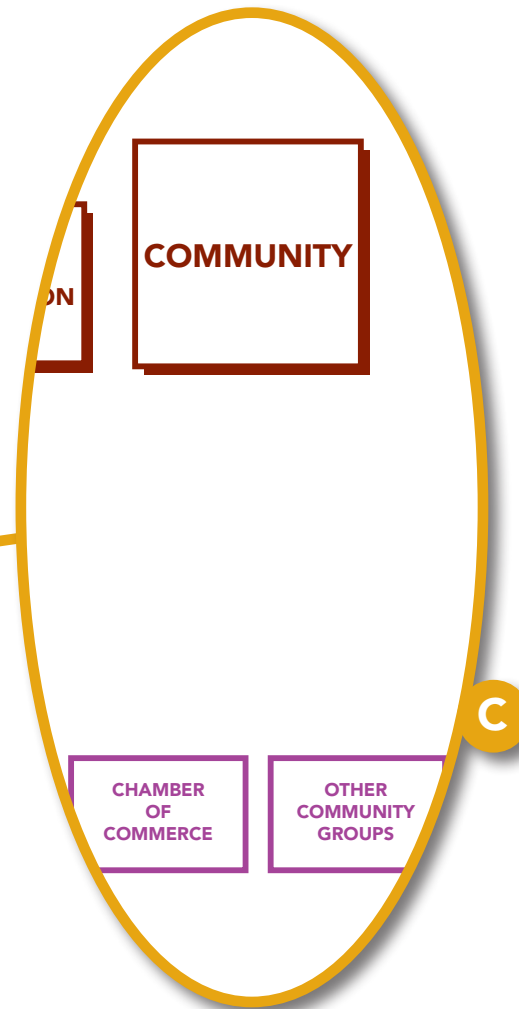


Figure 9. Example of sub-groups to primary audience





Then fill in small boxes with:

- D. Groups outside your immediate sphere of influence or geographic area but with whom communication is important to the efforts of your organization. For a city council, these groups might be State and Federal partners, as shown in Figure 10.

Now, take another look at your map to make sure you did not leave anyone out. Consider communications in the context of a recovery project. What agencies or organizations should be added to your map? A new connection may come to light. For example, prior to a disaster, a community may have very little contact with regional planning agencies. However, due to the disaster this community establishes a relationship with the local council of governments to participate in a new housing rehabilitation program for disaster victims. Consequently, this agency should appear on that community's communications map.

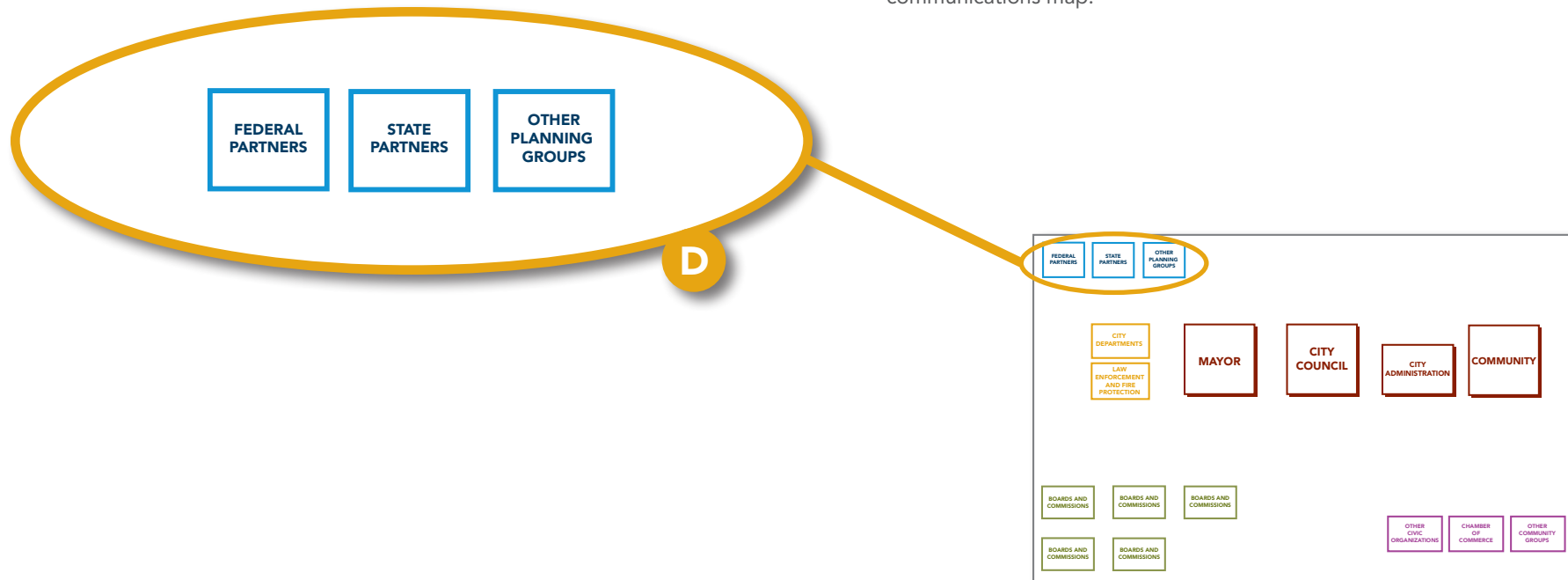


Figure 10. Example of external groups

## Step THREE – Identify Communication Connections Needed Between Groups

Draw arrows on your map showing the communications connections that are needed to achieve your organization’s vision and recovery goals, as shown in Figure 11.

Consider which connections are the most important, which connections are of moderate importance and which connections are typically just needed for minor coordination. Successful communication is usually a “two-way street.” For example, a mayor needs to communicate potential actions to a community, likewise, the community needs a means to communicate their needs to the mayor. It is important to make sure arrows have two (2) heads to indicate two-way communications and feedback.

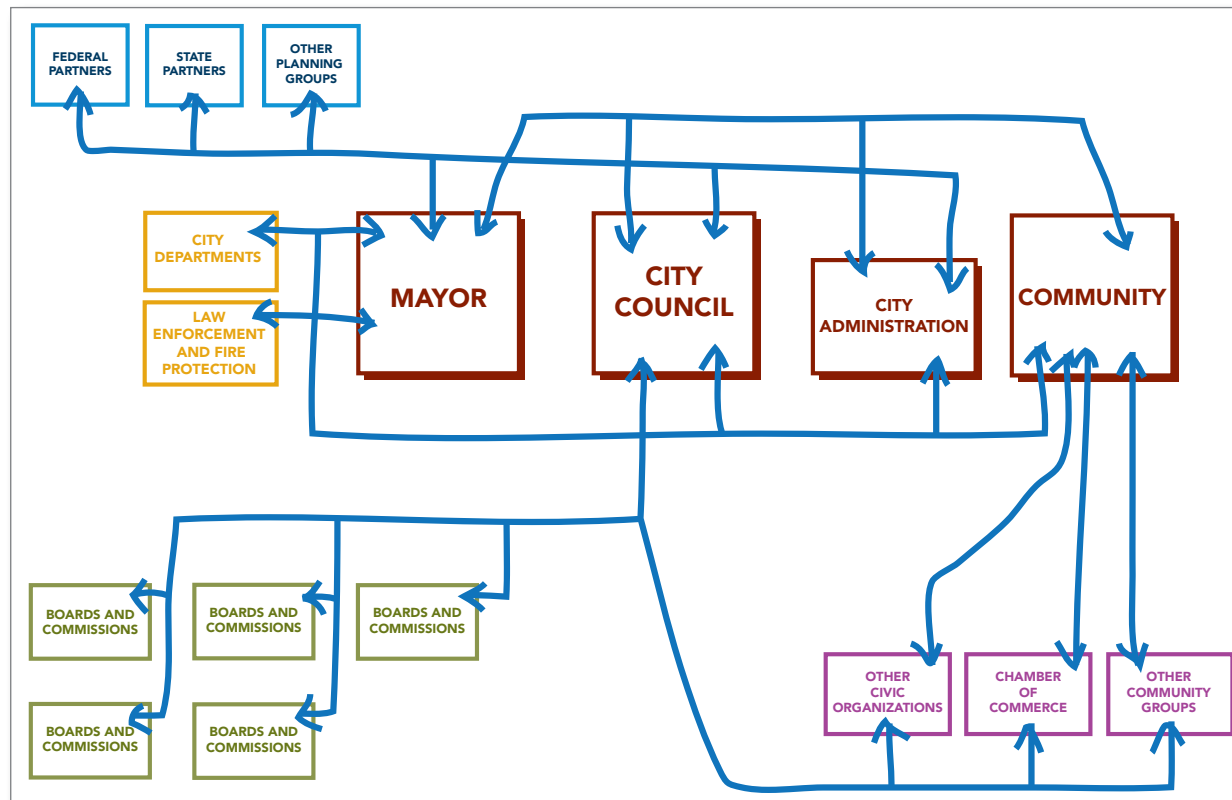


Figure 11. Arrows indicating essential communication connections

**Step FOUR – Evaluate Effectiveness of Communication Connections**

Now that you recorded the needed communication between stakeholder, auxiliary, peer and other groups, evaluate the current effectiveness of those connections.

Use wide arrows to show strong and frequent communication connections with primary groups. Use narrow arrows for strong but less frequent connections needed with a secondary or auxiliary audience. As shown in Figure 12, define the appropriate arrows – communication pathways – on your map to show primary and secondary connectivity.

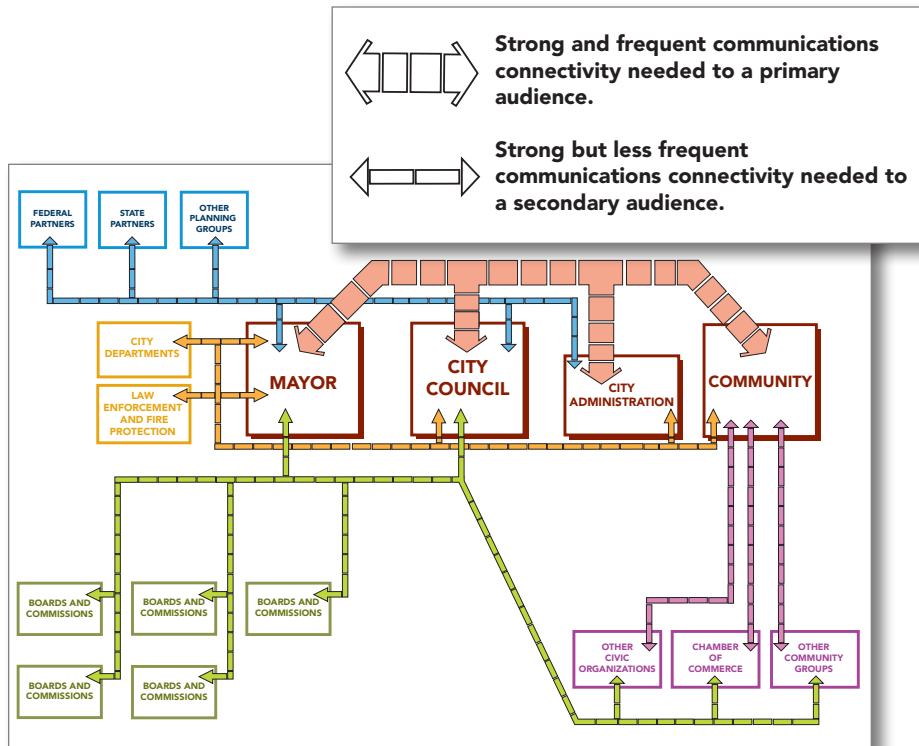


Figure 12. Example showing strength of pathways needed

Considering what is required for effective communications, as described in the *Effective Communication* sidebar, ask:

- How effective are the relationships among each of the groups on the communications map?
- How are ideas shared and information acted upon? Which groups find it difficult to communicate and accomplish needed tasks? Which relationships could use improvement?
- What elements of effective communication are present? Missing?

Then list the communications connections that need improvement.

**EFFECTIVE COMMUNICATIONS**

Effective communications is about positive connections. Communications strategies promote common understanding and shared goals and link organizations, programs, individuals and groups. Successful communications strategies educate, inform, invite involvement, demonstrate mutual respect, persuade and are a hallmark of successful organizations. Effective communications is evident when relationships are strong, values are understood (and best case, shared) and common vocabulary and principles are articulated.

**ELEMENTS OF EFFECTIVE COMMUNICATIONS**

- Clarity
- Accuracy
- Timeliness
- Relevancy
- Comprehensiveness
- Frequency
- Feedback mechanisms

## Step FIVE – Match Appropriate Techniques to Your Audience

For each connection that needs improvement, record the ways in which communications could be strengthened. Identify communications resources and techniques that are best suited to the individuals or groups who need to communicate.

Connections between groups are created and maintained by communications techniques that are appropriately tailored for that relationship. Clear assignments of responsibility, feedback mechanisms, regularity and transparency help assure clear communications and strengthen relationships between groups.

To strengthen connections select the communications techniques best matched to each particular relationship:

- Mass communications are appropriate for reaching large groups. City Web site, cable TV, radio, newspaper, newsletter, bulletin boards/kiosk, town hall meetings, open houses and general audience surveys are examples of mass communications tools. Internet social networks like Facebook® and Flickr® can be considered as mass communications tools because they are accessible to wide audiences.
- Target-specific communications are directed toward specific groups or individuals. Internal staff, boards and commissions, external agencies and organizations are examples of target-specific groups. Social networks and password-protected Web sites are examples of virtual communities created for this level of information sharing.

- Individual communications are opportunities to connect with people on a personal level and are just as important as more formal communication techniques. Practicing interpersonal communications skills, composing e-mails and encouraging office huddles (small informal gatherings) to deal with issues on-the-spot are just some of the ways to connect with fellow leadership, staff and community members.

Examine the pathways between stakeholder groups and choose the communication technique that achieves the type and frequency of communications required by that pathway. Different forms of communication and how they may be applied (using the example of a city government as a core stakeholder group) are in the Table of Communications Techniques in the Appendix.



## Step SIX – Assign Tasks and Responsibilities to Maintain Communications Techniques

Each communications connection added to your communications network creates the responsibility to maintain that connection. To assure quality and utility of those connections, assign someone – leadership, staff or volunteers – specific responsibility for implementing and maintaining communications techniques. Then create feedback mechanisms: methods for receiving and responding effectively to input, concerns and criticism.

In the Appendix, the Case Study of Palo Newsletter Development and Steps for Newsletter Production chart shown in Figure 13 provide a detailed example of how one communication technique is produced and maintained through the assignment of responsibilities.

STEP	ASSIGNED TO	DUE DATE	NOTES/STATUS
DEVELOP LIST OF STORIES TO INCLUDE:			
COVER STORY.			
MESSAGE FROM THE MAYOR.			
COMMUNITY CALENDAR UPDATE.			
ASSIGN STORIES TO WRITERS.			
SET DEADLINES FOR WHEN STORIES ARE DUE.			
EDIT/REVIEW STORIES.			
PUT INTO THE TEMPLATE.			
SPELL CHECK AND PROOF CAREFULLY (AT LEAST TWICE).			
FACT CHECK ALL INFORMATION.			
PRINT.			
DISTRIBUTE:			
MAIL.			
POST TO THE WEB SITE.			
POST TO BULLETIN BOARD.			
DISTRIBUTION BOXES.			

This step completes your communications map. Now that you have practiced with the LTCR Communications Mapping Tool, you may want to review each of the steps. You may find that the exercise reveals new connections and new opportunities for communicating more effectively.



Figure 13. Steps for Newsletter Production is an example of how to assign responsibility

## NEXT STEPS

### FORWARD ACTION

Completion of the ESF #14 LTRC Communications Mapping Tool is one of the first steps toward developing community consensus to help realize a community's vision and goals. Next steps involve using the communications map as a guide throughout the recovery process and for implementing communications techniques.

Make sure that your map is complete. If you are working as a staff person or subcommittee, check in with the organization's leadership to confirm stakeholder groups are properly represented and confirm existing communications pathways.

Next, review the Table of Communications Techniques in the Appendix. The suggestions on this table may help you determine which communications techniques are priorities. When employing a new communications technique, be mindful of the essential components of effective communications. Gather your committee or staff and select one or several communications techniques and apply the following criteria:

- Understand what needs to be communicated and why you want to share information and ideas.

- Consider the best form for sharing information. How often do you need to produce the communication (such as a newsletter)?
- Commit the resources needed to support your information sharing technique (including human resources).
- Assign responsibility. Determine who will be responsible for making sure the job gets done within a deadline.
- Create a mechanism for responding to feedback. The key requirements are leadership, responsibility and awareness. Community feedback may indicate a communications technique is not meeting the need it was meant to address. As a leader in community recovery, it is your responsibility that the community has the information needed to participate in the process.
- Because communications is changeable, revisit your map periodically to update and refine.



### Using the LTRC Communications Mapping Tool as a Guide

At each stage of the LTRC Process new demands for communications arise. One example is when community members identify a potential project for recovery. To avoid duplication of other efforts and find local resources to enhance a project, community members must communicate their ideas to the appropriate groups. They can use their communications map to identify stakeholder groups with whom they need to share information. Techniques identified during the mapping exercise can be used to communicate their project concepts. Community members may also revisit the mapping exercise to identify additional groups important to their project, such as resource providers, not previously included on their map.

### Implementing Communications Techniques

Upon completion of a communications map, people will be designated to implement specific communications techniques. Implementing and maintaining the techniques are necessary next steps for effective communications.

Below is an example that illustrates how communications techniques can be paired with the right audience to meet an objective of the LTRC Process. Additional examples are discussed in the Table of Communications Techniques, located in the Appendix.

#### COMMUNICATIONS MAPPING EXAMPLE

Let us suppose that in a community, disaster recovery created a high level of activity never seen before at city hall. The workload of city staff and the number of decisions being made by both staff and city leadership has increased dramatically. Decisions must be made in a timely manner, yet leadership wants to get input from the community because of the enduring impact of those decisions. Leadership would like to gather community input but this requires a change in their way of doing business.

Using the mapping exercise as a means to address this issue, city leaders select a range of techniques to communicate with the community while making timely decisions:

- City administrator will schedule regular open meetings with citizens to deal with issues in an informal setting.
- Mayor will run effective meetings by:
  - Leading council meetings according to standard procedures that lend transparency to decision-making processes.
  - Providing opportunities for public participation.
- City administrator will prepare and distribute clear agendas with timelines before meetings.
- City council will host community open houses and town hall meetings as interactive forums for sharing ideas and issues to help inform council decisions.
- A city volunteer will produce a city newsletter to keep the community informed on recovery issues and address community questions and issues outside of a meeting setting.

Implementation of these communications techniques facilitates the sharing of information to all stakeholders and helps a community achieve its common goals.

## APPENDIX

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- Glossary
- ESF #14 LTCR Communications Mapping Tool
- Steps for Newsletter Production
- Newsletter Case Study
- Palo, Iowa Newsletter
- Table of Communications Techniques

## GLOSSARY

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**CD** – Compact Disc

**DMT** – Decision-Making Tool

**ESF** – Emergency Support Function

**FEMA** – Federal Emergency Management Agency

**LTCR** – Long-Term Community Recovery

**MOA/MOU** – Memorandum of Agreement/Memorandum of Understanding

**PC** – Personal Computer

**PDG** – Project + Program Development Guide

**RIO** – Rebuild Iowa Office

**SMART** – Specific. Measurable. Achievable. Realistic. Timely. (e.g. SMART Objective)

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**Brainstorming** – A problem-solving technique used in a group setting in which participants generate a large number of ideas and options but do not immediately evaluate the results.

**Community Capacity** – Ability of the community to manage recovery activities.

**Connectivity** – Connections between projects, groups or communities, such as sharing of resources, which make them mutually supportive and increase their feasibility. Also, physical connections between parts of a community, such as bike trails or roads due to close proximity. Related terms include connections, linkage, ability to connect and interconnection.

**Facilitate** – To make easier or help accomplish a goal. Related terms include assist, increase the likelihood of, expedite and promote.

**Feasibility** – A measure of the likelihood that a project can be implemented based on current plans, budgets, resources and other circumstances.

**Feedback Loop** – A process for evaluating results of a long-term community recovery process by comparing results to vision, goals and objectives. Also, a process for confirming that intended messages have been received and understood.

**General Recovery** – Process through which immediate or short-term recovery actions are undertaken.

**Goal** – A statement that broadly identifies intended future results needed to achieve a community's post-disaster vision.

**Implementation** – Process through which a project is completed by the community.

**Issue** – A condition created or made worse by a disaster and that may be addressed by a project or program.

**Leverage** – To obtain a greater benefit by combining or coordinating resources, assets or strategies. Related terms include influence, induce, increase and stimulate.

**Linkage** – Relationships between projects or communities, such as sharing of resources, which make them mutually supportive and increase their feasibility. Related terms include relationship and association.

**Long-Term Community Recovery** – The process of establishing a community-based, post-disaster vision and identifying projects or programs and funding strategies best suited to achieve that vision and employing a mechanism to implement those projects or programs.

**LTCR Plan** – A document describing LTCR vision, goals and objectives to be achieved and the process used to arrive at the vision, goals and objectives. Typically, background information about the context of the Plan is included.

**Need** – Amount of recovery assistance a community requires to return to pre-disaster conditions.

**Objective** – A statement identifying a Specific, Measurable, Achievable, Realistic and Timely (SMART) outcome which accomplishes a goal.

**Opportunity** – A positive possibility which requires activity to realize.

**Plan** – See LTCR Plan.

**Policy** – A principle or course of action chosen to guide decision making and formalized in a law, ordinance, plan or guideline.

**Post-Disaster Community Vision** – A statement or set of statements that describes a realistic condition that the community wishes to achieve and which provides inspiration and long-term direction for recovery activities.

**Prerequisite** – An activity that must be completed before other activities can take place.

**Program** – An ongoing set of activities and resources managed to achieve specific outcomes, achieve a community's recovery goals and fulfill its vision. This term is understood to include other types of ongoing efforts.

**Project** – An activity intended to create a physical product, such as new housing or a document, that achieves a community's recovery goals and fulfills its vision. This term is understood to include plans and other tangible products.

**Project Champion** – A community member or other individual who has accepted responsibility to lead a project or program to completion.

**Quality of Life** – The general well-being of an individual or community. To measure quality of life, LTCR considers the quality and quantity of the natural environment, community services, infrastructure and critical facilities such as roads and fire stations, housing opportunities, recreational facilities and culturally-significant places.

**Sector** – Subject-based categories used to classify projects and programs so that similar activities can be grouped together. Standard sectors used in the LTCR planning process are Housing, Infrastructure/Environment and Economy; these are categories most often needing recovery activity. Other sectors may be created or adapted as needed: for example, *Iowa ESF #14 LTCR Resource Guide* identifies nine (9) sectors for classifying resources.

**Stakeholder** – A person who has an interest in the results of a general recovery effort or a particular project. A stakeholder may be a resident of the community, member of a religious, social and other community organization (the general public); an elected or appointed official or government employee (government); or a business owner or employee (private sector).

**Strategy** – A specific method needed to achieve goals and objectives. Typically, multiple strategies can be identified to achieve the same objective. Also, a document similar to an LTCR Plan that may not identify specific projects.

**Subject-Matter Experts** – A person who is an expert in a particular subject or in performing a specialized job, task or skill.

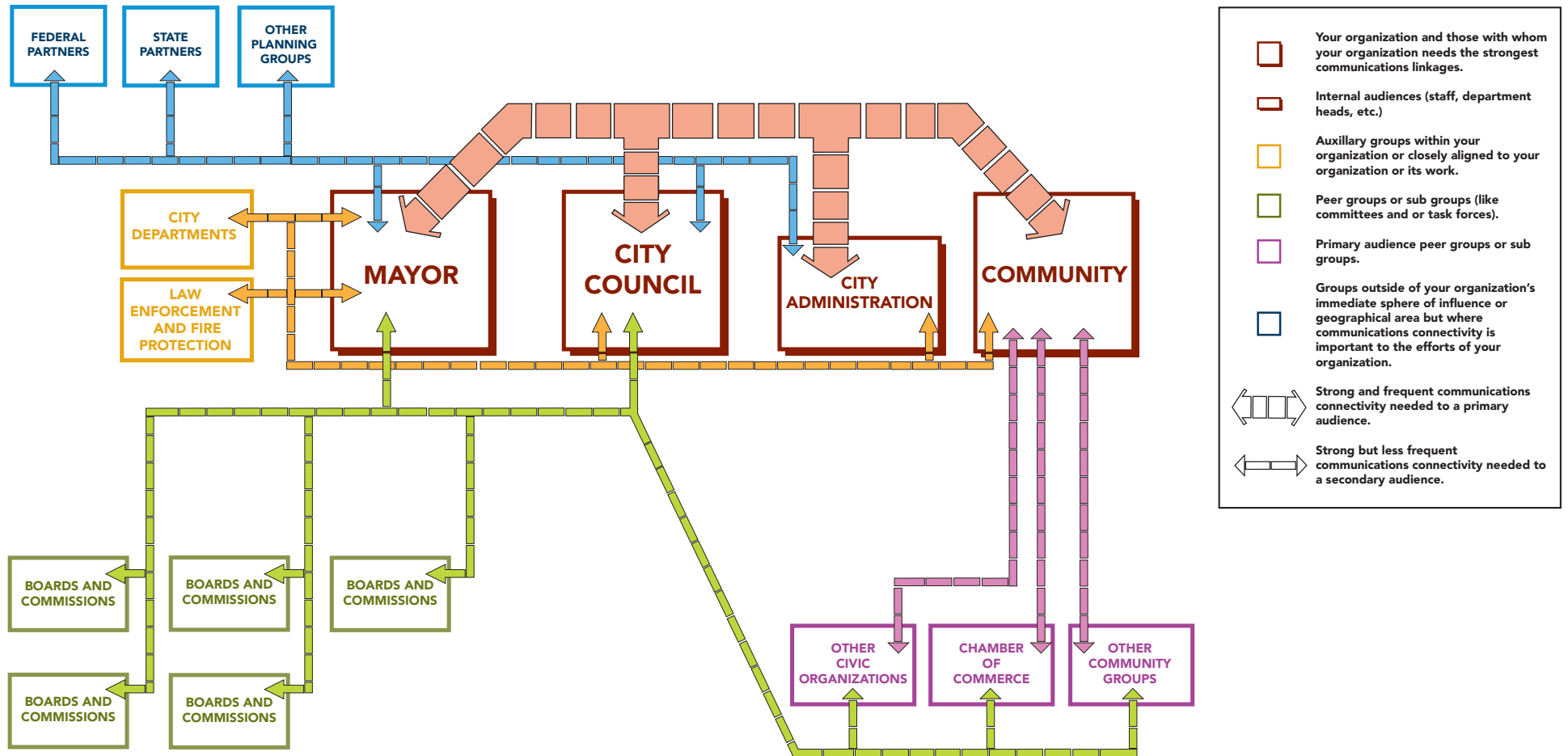
**Sustainable Development** – Development characterized by prudent use of energy, water and natural resources to ensure healthy communities for future generations.

**Sustainable Practices** – Operating a building or program in an environmentally sustainable manner, characterized by prudent use of energy, water and natural resources, to ensure healthy communities for future generations.

**Technical Assistance** – Advice, assistance or training related to a technical subject. Typical forms of technical assistance include fundraising aid, financial planning, legal advice and marketing assistance.

**Vision** – See Post-Disaster Community Vision.

# COMMUNICATIONS MAPPING TOOL



## STEPS FOR NEWSLETTER PRODUCTION

STEP	ASSIGNED TO	DUE DATE	NOTES/STATUS
DEVELOP LIST OF STORIES TO INCLUDE:			
COVER STORY.			
MESSAGE FROM THE MAYOR.			
COMMUNITY CALENDAR UPDATE.			
ASSIGN STORIES TO WRITERS.			
SET DEADLINES FOR WHEN STORIES ARE DUE.			
EDIT/REVIEW STORIES.			
PUT INTO THE TEMPLATE.			
SPELL CHECK AND PROOF CAREFULLY (AT LEAST TWICE).			
FACT CHECK ALL INFORMATION.			
PRINT.			
DISTRIBUTE:			
MAIL.			
POST TO THE WEB SITE.			
POST TO BULLETIN BOARD.			
DISTRIBUTION BOXES.			

### CASE STUDY

#### Palo Newsletter Development

The ESF #14 Long-Term Community Recovery (LTCR) Team for Palo, Iowa assisted the City of Palo in launching an official city newsletter. A newsletter is a LTCR Tool appropriate for strengthening the communications connectivity between a city (core stakeholder group) and its constituents. It allows detailed information to be shared on a regular basis. City staff is responsible for maintaining the newsletter content and schedule.

##### CONTENT INCORPORATED INTO THE FIRST ISSUE

- *From the Mayor's Desk* – letter format, maximum 200 words.
- Blue box with essential information.
  - *Tips for Rebuilding*.
  - *Government Services Directory*.
- Article from the Palo Recovery Coordinating Committee.
  - Article about *From Vision to Goals* workshop.
    - The proposed vision.
    - Highlight of breakout groups with contact information of community group leaders.
    - Next steps.
- *Upcoming Events* – a sidebar with community calendar.

##### SUGGESTIONS FOR CONTENT IN UPCOMING ISSUES

- *From the Mayor's Desk* – letter format, maximum 200 words.
- *City Council News Brief* – brief description of upcoming issues the council will be addressing, narrative style.
- Legislative actions – city council actions in list format (ordinances and resolutions).
- *Know Your Council Person* article.
  - A profile of city council members.
  - Profiles of staff would also be appropriate.
  - Highlight one profile per month.
- Highlight an area of the Palo communications initiatives.
- Consider the vision statement for the tag line under Palo Newsletter – Building a strong community committed to working together for our future.
- Keep content predictable. Examples include a mayor's message every issue or on a regular schedule, government services on the same page and in every issue and a community event calendar on the back page.
- Blue box with essential information.
  - *Tips for Rebuilding* (duplicate first one or expand with staff input).
  - *Government Services Directory* (city, county, school district and others).
- Article from the Palo Recovery Coordinating Committee.
  - Future issues.
    - Community center/city hall.
    - Initiatives (e.g., construction of bulletin boards in cooperation with community groups, establishing new committees, schedules and agendas of special events).
- Special feature article.
- *Upcoming Events* – a sidebar with community calendar.

##### GENERAL INFORMATION

- Maintain a database/table file with past feature articles and articles for future newsletters.
- Create production schedule.
- Set deadlines.
- Delegate.
- Be sure to fact check all information.
- Be realistic about how long it will take to gather information.

City of Palo

Issue 1, November 6, 2008

# PALO NEWSLETTER

Brought to You by Your City Government

This is the first in a series of newsletters that will become a monthly letter from City government.

## From the Mayor's Desk



Well, here we are! Who would have imagined we would be recovering from a flood that devastated our town nearly five months ago? I certainly never expected to be where I am. And our community never expected to need extra staff at City Hall to accommodate our newly acquired responsibilities for Palo's recovery.

But, we're doing well. Things in town seem to be improving a little each day. Every person's accomplishments adds another piece or two to the Palo recovery puzzle. Every recovery activity in Palo is a piece of this puzzle and not one piece is the same. Some pieces are small; some are big. Some have smooth rounded edges; some have jagged edges. The one thing these pieces have in common is that when all are fitted together,

sharing something with each other, we get a more cohesive community.

We get what we want by working together. Whether the goal is lower sewer prices, a skate park for our youth, a splash pad for kids of all ages, or a place just to sit and have coffee in the morning, we want a warm and welcoming community—something we ALL want and deserve.

Your City government and staff are working very hard for you each and everyday. Whether it is processing Project Worksheets, a meeting with local legislators, the hundreds amongst hundreds of building inspections, or conducting regular City business, things are moving right along.

We are adapting very well to the increased workload, meeting Federal and State requirements, writing and confirming detailed losses and correctly administrating the flow of recovery funds for rebuilding Palo.

A couple of words of wisdom. Did you know that the City of Palo, Iowa is the first community in the state to have been approved for

Continued on Page 2

## Visioning Day Draws Crowd & Enthusiasm!

More than 200 people turned out on October 25 for the *Visioning Day Open House* at the Cedar River Garden Center. A big attraction was the generous and delicious *Thank You Lunch* served by Venture Crew 1024, Boy Scouts of America. Attendees visited eight stations set up and staffed by members of the FEMA ESF #14 Long-Term Community Recovery (LTCR) Team and Rebuild Iowa



Office (RIO). Participants wrote their thoughts and ideas in response to questions such as, "What do you like most about Palo?" "What would make Palo a more successful City?" and "What are your visions for Palo's future?"

Ideas gathered will be presented at a November 8 community meeting (see Events above).

## UPCOMING EVENTS

### Community Workshop From Vision to Goals

Saturday, November 8  
11 a.m. to 2 p.m.

Cedar River Garden Center

- Prioritize results from Vision Day
- Lunch served, Mayor's Welcome
- Small Group Discussions on Big Ideas



### Palo Meetings & Gatherings

at City Hall unless  
noted otherwise

#### DATE & TIME

November 10, 6:30 pm

November 18, 6:30 pm

November 22, 4:00 pm

November 24, 6:30 pm

November 25, 6:30 pm

November 25, 5:30 pm

#### MEETING

City Council

Palo Community Group  
105 Pleasant Creek Dr.

Spaghetti Dinner, United  
Methodist Church

City Council

Planning & Zoning

Drainage Committee

For more information visit the City's Web site at  
[www.cityofpalo.com](http://www.cityofpalo.com)

Issue 1, November 6, 2008

## Volunteer Groups Provide Much Needed Support for the People of Palo

You may have noticed lots of bright lime green T-shirts in town last week. They were being worn by a volunteer group visiting Palo called *Eight Days of Hope*. A Christian-based group, *Eight Days of Hope* volunteers come from every state and for a period of two to eight days. Of the 1,400 volunteers currently in the Cedar Rapids area, 150 came to Palo. They bring a full range of skills from mucking out and carpentry to electrical and plumbing. Supported in part by the United Way and *Rebuild Palo Inc.*, they also provided materials when funds were available. Penny Galvin, Volunteer Coordinator for the City of Palo, is working with this and other groups, providing the names of as many as 60 families in Palo who need help.



One of about 150 volunteers  
from Eight Days of Hope in  
Palo last week

Another group of volunteers, referred to as "the Mennonites", have also helped Palo. Called the *Weaverland Disaster Services of Missouri*, they have provided help to families in town who are now closer to moving into their homes with the help of this group.

Penny says the Viola Gibson Elementary School was in Palo to help immediately after the flood. They provided as much as \$40,000 in donations as well as other kinds of support, such as school supplies, mucking out houses and food and shelter. Friendship Baptist Church of Cedar Rapids, coordinated by Jerry Brewer, has provided generous assistance as well.

*Palo THANKS all of the volunteers who have  
and continue to be SO generous with their time  
and resources, helping Palo recover and rebuild.*

from the Mayor continued from page 1

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Please say thank you to all the City staff next time you see them. Remember that they are very dedicated to what they do and do a wonderful job of it.

Way to go, Team Palo!

Mayor Jeff Beauregard

*"Things in town seem to be improving a  
little each day . . . We all get what we  
want by working together."*



Publication and editing assistance provided by FEMA ESF #14 Long-Term Community Recovery (LTCR)

Publication and editing assistance provided by FEMA ESF #14 Long-Term Community Recovery (LTCR)

TABLE OF COMMUNICATIONS TECHNIQUES  
MEETING EXAMPLES

	TECHNIQUES	MEETING EXAMPLES			
		MEETINGS	AGENDA AND TIMELINES	PROCEDURES	WORKSHOPS AND COMMUNITY FORUMS
<b>STAKEHOLDER GROUPS</b>					
<b>MAYOR</b>		<ul style="list-style-type: none"> <li>Schedule regular open meetings with citizens to deal with issues in an informal setting.</li> <li>Run effective meetings.</li> <li>Provide opportunities for public participation.</li> </ul>	Prepare and distribute clear agendas with timelines before meetings.	Lead council meetings according to standard procedures (such as <i>Robert's Rules of Order</i> ). Standard procedures help lend transparency to decision-making processes.	Use community open houses and town hall meetings as interactive forums for community-wide sharing of ideas and issues to help inform council decisions.
<b>CITY COUNCIL</b>		<ul style="list-style-type: none"> <li>Delegate work to committees to facilitate more effective council meetings.</li> <li>Initiate <i>Guest Council Member Program</i> to give citizens hands-on experience.</li> </ul>	Prepare and distribute clear agendas with timelines before meetings.	Adopt and follow standard procedures (such as <i>Robert's Rules of Order</i> ). Standard procedures help lend transparency to decision-making processes.	Provide new council members with training so that freshman members can come into service better prepared to make decisions.
<b>CITY ADMINISTRATION</b>		Use staff "huddles" to allow staff to deal with critical issues, delegating responsibility broadly, avoiding overwhelming individual staff members. A "huddle" is a meeting that may be called by any team/staff member. It is meant to be brief and deal with a single issue.	Prepare and distribute clear agendas with timelines before meetings.	<ul style="list-style-type: none"> <li>Provide daily phone calls to remind leadership about meetings.</li> <li>Adopt and follow standard procedures. Standard procedures help lend transparency to decision-making processes.</li> </ul>	<ul style="list-style-type: none"> <li>Run effective meetings.</li> <li>Provide opportunities for public participation.</li> </ul>
<b>CITY BOARDS AND COMMITTEES</b>		Ensure that meetings have clear agendas and timelines.	Prepare and distribute clear agendas with timelines before meetings.	Adopt and follow standard procedures (such as <i>Robert's Rules of Order</i> ). Standard procedures help lend transparency to decision-making processes.	<ul style="list-style-type: none"> <li>Assist with community open houses and town meetings.</li> <li>Run effective meetings.</li> <li>Report community feedback from meetings and workshops.</li> </ul>
<b>COMMUNITY GROUPS</b>		Convene meetings and report concerns and information about upcoming events to city officials.	Prepare and distribute clear agendas with timelines before meetings.	Adopt and follow standard procedures (such as <i>Robert's Rules of Order</i> ). Standard procedures help lend transparency to decision-making processes.	Build relationships with other city and State associations through attending workshops.
<b>COMMUNITY (GENERAL PUBLIC)</b>		Attend meetings to learn and to provide input. Participate in <i>Guest Council Member Program</i> to get hands-on experience.	Review agendas prior to attending meetings.	Attend council meetings and abide by the standard procedures. Standard procedures are intended to help clarify decision-making processes.	Participate in community open houses and town hall meetings as interactive forums for sharing ideas and issues to help inform city council decisions.
<b>FEDERAL, STATE AND REGIONAL PARTNERS</b>		Attend meetings/seminars to build relationships.	Agendas allow agencies to track issues for connectivity to agency programs and opportunities.	Adopt and follow standard procedures.	Open broader opportunities for partnerships by inviting Federal, State and regional officials to local meetings. Federal, State and regional partners can be sources of information to share with community members.

TABLE OF COMMUNICATIONS TECHNIQUES  
**OTHER TECHNIQUE EXAMPLES**

	TECHNIQUES	OTHER TECHNIQUE EXAMPLES				
		E-MAIL	NEWSLETTER	WEB SITE	COMMUNITY BULLETIN BOARD	SURVEYS
<b>STAKEHOLDER GROUPS</b>						
<b>MAYOR</b>		Use e-mail groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the Web site can be included in messages.	Include letter from the mayor.	Provide agendas and minutes for posting on Web site.	Use bulletin board to promote the city to visitors and encourage participation in community life.	Work with committees to shape survey content. Use input from surveys for feedback on city efforts.
<b>CITY COUNCIL</b>		Use e-mail groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the city Web site can be included in messages.	Include updates from the city council to help residents gain a deeper understanding of the issues facing the community. This could also help council meetings run more effectively.	Provide agendas and minutes for posting on Web site.	Use bulletin board to promote the city to visitors and encourage participation in community life.	Work with committees to shape survey content. Use input from surveys for feedback on city efforts.
<b>CITY ADMINISTRATION</b>		Use e-mail groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the city Web site can be included in messages.	Produce and distribute newsletter.	Maintain Web site. Post agendas, minutes, newsletter and other information of community interest. Web site can be maintained as information source in emergency situations.	Maintain community bulletin boards.	Prepare and distribute surveys, collect data and analyze results. Provide analyses to mayor and city council.
<b>CITY BOARDS AND COMMITTEES</b>		Use e-mail groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the city Web site can be included in messages.	Contribute updates or columns.	<ul style="list-style-type: none"> <li>• Provide agendas and minutes for posting on Web site.</li> <li>• Access agendas and minutes to stay current on activities.</li> </ul>	Use bulletin board to promote the city to visitors and encourage participation in community life.	Review survey results to determine activities and priorities.
<b>COMMUNITY GROUPS</b>		Use e-mail groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the city Web site can be included in messages.	Report on upcoming events and activities.	<ul style="list-style-type: none"> <li>• Access agendas and minutes.</li> <li>• Link groups' Web sites to city's.</li> </ul>	Community groups could "adopt" bulletin boards to assist city in maintenance. Post groups' information and news.	Assist with creating survey content and distribution and encourage participation.
<b>COMMUNITY (GENERAL PUBLIC)</b>		Use e-mail groups/lists for sharing information such as agendas and minutes. Documents can be attached or links to the city Web site can be included in messages.	Include an "Information You Can Use" column to address common issues and questions.	Refer to Web site for timely information and updates. Information is available continually. Residents can stay informed while away from home.	Refer to community bulletin boards for timely information and updates.	Complete surveys and make constructive recommendations.
<b>FEDERAL, STATE AND REGIONAL PARTNERS</b>		Use e-mail groups/lists for sharing information such as agendas and minutes. Building relationships through regular contact makes contacting Federal, State and regional partners easier in critical situations.	Provide program and other information for city to post in the community newsletter.	Provide program and other information for city to post on community Web site.	Provide program and other information for city to post on community bulletin board.	Use input from surveys for feedback on Federal, State and regional programs.

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